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DEC 9 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Magee
Director of Personnel

SUBJECT: DCI's Annual Report to Congress

REFERENCE: Memo from DDA to D/PERS dated
14 Nov. 1983, same subject

1. The Office of Personnel (OP) has made significant progress this year in rebuilding our recruitment capability. In order to meet the FY 1982 and FY 1983 Agency staffing increases, employees had to be assigned to support Agency recruitment at the expense of other OP and Agency functions. This included staffing a special task force which was created to increase the number of new operational Career Trainees (CT). The recent progress in rebuilding our recruitment capability, as well as the improvements expected from recent organizational changes, have allowed OP to begin to focus on reallocating human resources to other thinly staffed functions. One area that was overdue for serious attention concerned Agency allowances. The small Allowance Branch that was created this year will focus on developing a more uniform and equitable Agency allowance policy. One problem that has required a significant amount of time has been determining how the Agency could reduce the amount of out-of-pocket expenses employees incur in domestic relocations. As an initial step in this effort, we have presented to GSA our suggestions for directives to amend the federal travel regulations to implement the Congressionally approved Warner Bill.

2. The Office of Personnel has taken additional steps in meeting the challenges in recruiting the highly skilled personnel CIA will require in coming years. Recruitment and Placement was reorganized as the Employment Directorate. The reorganization included: three geographic divisions for professional and technical recruitment; a fourth division for clerical recruitment; and the integration of the recruitment portion of the Career Trainee Staff into Employment. The reorganization was accomplished to increase accountability, develop quality of work groups, and develop new and innovative approaches to personnel recruitment. The innovation phase began with a comprehensive agency job fair at M.I.T. in late November 1983. The

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fair was successful in drawing the largest, most responsive audience experienced over the last decade at the school; some 120 students attended and many candidates for direct hire and the Career Trainee Program were identified. This innovative technique has been so successful, it is being considered for additional use in other regions in the U.S.

3. This has been a challenging year for the Office of Personnel in a number of areas. Through the use of a system involving continuous feedback with Agency components, OP was able to ensure that the Agency ended FY 1983 exactly at our authorized on-duty level while utilizing approximately 99.9% of our OMB manpower usage authorization. Our Student-Trainee program, designed to develop and foster employees with specialized skills, showed a growth of some 55%, and several innovative programs were initiated to increase the number of CT applicants. In the EEO area, we are supporting Historically Black Colleges and Universities (HBCU) through the Summer Fellowship program, independent of the National Urban League. This year, through increased HBCU contact, applications for the program increased by over 800%, to some 320. We are now working to increase the number of HBCU students in the CIA Student-Trainee program. EEO complaints also received attention this year, and the backlog was reduced some 83% down to six cases.

4. Our concern in the employee benefits area this year led us to have Hay Associates undertake a review of the Association Benefit Plan to determine whether the Agency was getting the best coverage for the money as well as to undertake the development of options for a supplemental retirement system resulting from the recent passage of Social Security legislation for Federal workers. Hay Associates has delivered the report on the Association Benefit Plan and over the next several months we will be working with them to develop alternative coverages to be included in the Association Benefit Plan for 1985. We remain optimistic that we will be developing an even better Association Benefit Plan. As a result of the Hay Associates Report, two Open Season symposiums were presented for about 1,000 interested Agency employees and retirees to provide assistance in determining which health programs were the most advantageous. A significant amount of time and energy was also invested in implementing the new legislation providing spousal retirement benefits and producing an Executive order to provide coverages under CIARDS identical to those recently provided under the Civil Service Retirement System. Other implementations of legislative changes included "Catch 62" provisions which provide for the purchase of military service after 1 January 1957 to avoid a reduction in annuities at age 62.

5. The Office of Personnel completed and placed into production the initial phase of the Personnel Resources Information Management System (PRIM). This will permit the initial operating components access to their portions of the central Agency personnel databases. We also assisted the operating components to increase the efficiency of their travel costs by some \$2.25 million through an increased emphasis in the use of GTR's and our new direct ticketing capability. We have emphasized employee recognition this year through the creation of a certificate to be presented to employees who are granted a Quality Step Increase. This certificate will serve to emphasize the special nature and importance of this award. In addition, the Agency employee Achievement and Suggestion Awards totaled a record high of approximately \$500,000 for the year. The previous high of \$432,825 was recorded in FY 1982.

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6. During the next year, OP anticipates the need to focus a significant amount of resources on the problems related to employee benefits, significantly increasing the number of Career Trainees recruited, and enhancing automation in all areas of OP. With the passage of the recent legislation that places employees hired after 31 December 1983 under Social Security coverage, we must implement Social Security beginning 1 January 1984. As yet the positions have not been provided for the increased staffing that this mandatory legislative coverage will require. To support our recruitment effort, [redacted] based computer consulting firm was hired to review CAPER, the Office of Personnel's computer system for tracking the progress of applicants through its processing systems. [redacted] has presented a list of enhancements which can significantly improve the system's ability to handle data. Some of these improvements will be done under the current contract, and others which involve more extensive changes, will be done over the next year. This work is intended to attain short-term enhancements to upgrade significantly the tracking of applicants, and to develop a system that can be converted when the hardware and software are available to integrate OP, OMS, and OS data in order to tie into the Agency's mainframe, several years in the future. In addition, personnel records, statistics and analytical reporting require continuing emphasis. This work is bedrock, involving the basic working tools of personnel management. We obviously will need additional WANG and ADP equipment to ensure that we bring ourselves into the Twentieth Century in all major OP areas. The difficulties of locating and assigning sufficiently skilled employees to fill these technical and analytical requirements dictate the need for a long-term, orderly, balanced growth to ensure that sufficient qualified personnel are employed by OP and the Agency to perform programs within planned timeframes. In order to carry out these initiatives successfully, several hundred thousand dollars will be required for computer enhancements, increased travel costs, and increased personnel service costs.

Robert W. Magee
Director of Personnel

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(8DECEMBER1983)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DCI's Annual Report to Congress

FROM: Harry E. Fitzwater
 25X1 DDA
 7D-18 Hqs.

EXTENSION

NO.

DDA 83-4807/1

DATE

14 NOV 1983

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. D/Communications

25X1 2A-03 ☐2. D/Data Processing
2D-00 Hqs.3. D/Finance
1212 Key4. D/Information Services
1206 Ames

5. D/Logistics

25X1 2C-02 ☐6. D/Medical Services
1D-4061 Hqs.7. D/Personnel
5E-58 Hqs.8. D/Security
4E-60 Hqs.9. D/Training & Education
1026 C of C10. SSA/DDA
7D-10 Hqs.11. C/CMS/DDA
7C-18 Hqs.

12. C/Safety Staff

25X1 1207 ☐13. EEO/DDA
6E-2917 Hqs.14. Management Staff, DDA
7D-10 Hqs.

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DDA 83-4807/1

14 NOV 1983

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Information Services
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training and Education
Special Support Assistant to the DDA
Chief, Career Management Staff, DDA
Chief, Safety Staff, DDA
Equal Employment Opportunity Officer, DDA
Management Staff, DDA

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: DCI's Annual Report to Congress

1. As in past years, we have been asked to contribute to the DCI's Annual Report to Congress. Beyond the specific requirements for this report, I consider our submission to be an excellent opportunity to provide senior Agency management with our perceptions of our performance, problems, and resource needs.

2. It is requested that each of you submit your contribution to us by COB 9 December so that we can incorporate these submissions in a directorate-wide response. This year your contribution should cover the following points: accomplishments in rebuilding our capabilities, the status of ongoing capability enhancements, the continued need for long-term funding to achieve orderly and balanced growth, and performance highlights. The reporting period is CY 1983.

3. Forwarded herewith for your guidance is a copy of the directorate report submitted in 1982 and the DCI's memo to NFIB Program Managers.

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4. If you have any questions or require additional information, please contact [redacted]

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Harry E. Fitzwater

Attachments

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Directorate of Administration
Annual Report to Congress Submission

DDA 1982 Overview

Although 1982 was a very austere year in terms of resources, by postponing some initiatives, self-imposed restraint in expenditure rates, and extensive reprogramming, the Directorate nevertheless provided timely and effective support to Agency components.

Extensive preliminary actions were completed regarding the construction of a new building on the Headquarters compound which will ultimately lead to the consolidation of many of the Agency personnel currently dispersed in some 30 locations in the metropolitan area. Studies justifying this new construction were submitted to the Office of Management and Budget, and approvals have been obtained from the National Capital Planning Commission, Fairfax County officials, and local interest groups.*

During 1982 we began the long needed recapitalization program which will upgrade the Agency's communications capabilities. However, recapitalization and upgrading of other Agency facilities and equipment had to be deferred in many instances due to the lack of adequate resources.

Heavy demands continued to be placed on Directorate services, particularly in the areas of security, logistics, training, and data processing. Shifting emphasis on expeditious applicant processing, the reinvestigation program, and industrial security strained security resources. The Career Trainee Program, enhanced analytical training, language training, and paramilitary training extended our training capability. Critical space requirements continued to plague our efforts to accommodate the expanding Agency population. Demands for data processing support increased substantially in all areas of the Agency's business. Logistics support in the paramilitary area also intensified.

I. PERFORMANCE HIGHLIGHTS IN 1982

General

After an intense, thorough review of the SAFE Project, the program underwent a dramatic redirection with the result that an early capability will be available to some CIA analysts in March 1983. During the past year, the Office of the

*Since our program regarding the new building has not been formally discussed with our Congressional committees, we recommend that this paragraph be omitted from the DCI's Annual Report to Congress.

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OR METHODS INVOLVED

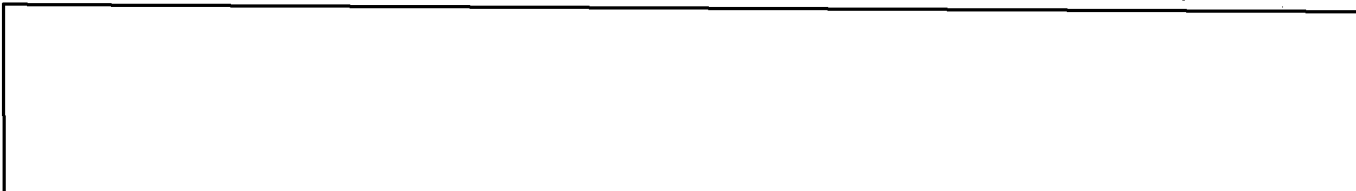
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Information Handling Systems Architect successfully completed its work in producing a strategic plan for the Agency's information handling systems; the thrust of this plan has been approved by the Executive Committee.



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In addition, we have implemented a number of benefits, authorized by the General Services Administration, for Agency employees including increases in the miscellaneous expense allowance, increases in temporary quarters subsistence, and authorization of separate house hunting trips for both the employee and spouse.

During the past year, the Safety Staff was placed within the Office of the DDA. Continued emphasis was given to the Agency's Occupational Safety and Health Program to bring it into compliance with Federal statutes. Training was provided to Agency employees in the safety and health areas, and over 80 comprehensive safety and health surveys were conducted in addition to 90 inspections.

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Communications



Data Processing

The key accomplishment of the Office of Data Processing in 1982 was the redirection of the SAFE Project. Significant progress was also made in satisfying ADP requirements of the Agency and the Intelligence Community.

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Major milestones were achieved in the Automated Document Storage and Retrieval (ADSTAR) Project--a computer-assisted microfilm retrieval system. Work continued on the current COMIREX Automated Management System (CAMS I) and the development of its enhanced version, CAMS II.

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[REDACTED]

During 1982 the WANG word processor was selected as the Agency's standard, and progress was made in our office automation program. Our computer centers were upgraded to provide improved, more reliable services to customers. Our persistent challenge during the past year and into the future will be to recruit, train, and retain a highly skilled and motivated complement of ADP professionals.

Logistics

During 1982 the Office of Logistics continued to provide a vast array of services in support of the Agency's mission. Such services included printing and photography support, centralized procurement activities, transportation, mail/courier, and general housekeeping support. The Office provided extensive support.

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[REDACTED]

The rehabilitation and upgrade of the [REDACTED] begun in 1981, will continue into 1983. Printing and photography in support of intelligence production increased by 25 percent over the past year. We have also provided substantial printing and photographic assistance to the Department of State in support of its litigation against Canada before the International Court of Justice.

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Security

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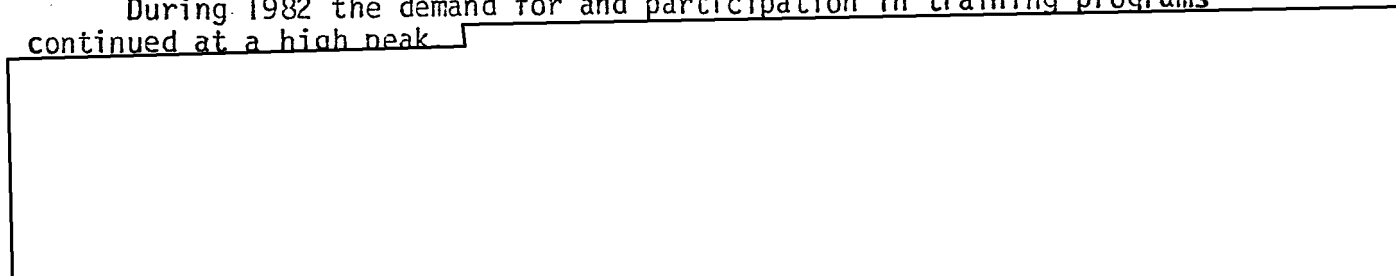
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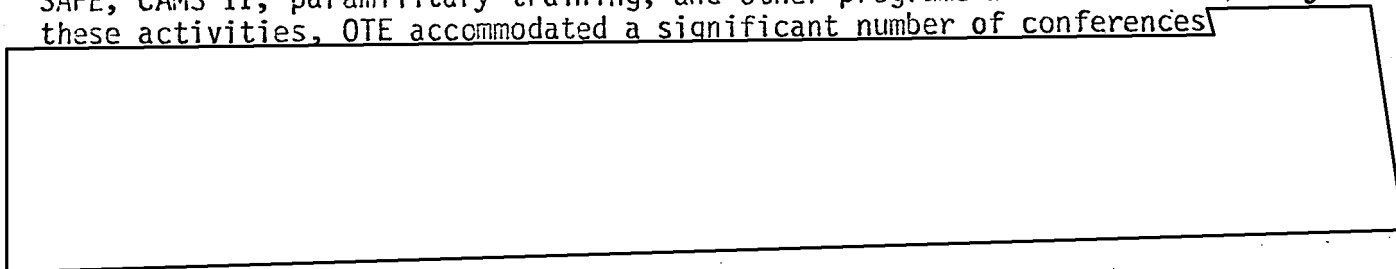


25X1 Training and Education

During 1982 the demand for and participation in training programs continued at a high peak [redacted]



25X1 [redacted] The Office of Training and Education (OTE) offered a total of 27 new courses during the past year. Various training courses for analysts, SAFE, CAMS II, paramilitary training, and other programs were initiated. Beyond these activities, OTE accommodated a significant number of conferences [redacted]



Support Services

During 1982 the Office of Medical Services (OMS) conducted more applicant testing, assessment services, and medical evaluations than ever before in its history. A comprehensive study has been initiated to examine disaffected employees in order to more clearly identify factors which will assist us in the selection process. The Office provided considerable support in the area of crisis management; they directly assisted in a number of incidents, such as the [redacted] and they trained Agency, government, and a number of foreign liaison officers. In addition to the medical support provided overseas, OMS personnel conducted over 30 training courses in the [redacted] program abroad. This program consists of first aid, self-help equipment, and training to assist employees in the handling of medical emergencies abroad when professional medical assistance is not available.

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STAT

Despite limited resources, the Office of Finance (OF) continued to provide timely assistance in support of the Agency's needs, its financial accounting systems, and its financial controls. During 1982 over [redacted]

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[redacted] Experimentation continued in the development of field accounting procedures to be used at stations and bases which are employing CRAFT. During FY 1982 OF issued over [redacted]

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1,630 audit reports on proposed contracts which resulted in audit deduction recommendations of over \$10,500,000, [] of the total amounts audited. 25X1
As in the past, extensive financial support was rendered to the Agency's proprietaries. The Office managed to maintain its antiquated payroll system and meet the numerous deadlines and changes imposed. Workloads in all areas of finance increased substantially, particularly in the areas of payroll, commercial audits, accounting, liaison with other government agencies, and financial support to new Agency activities.

The Office of Information Services (OIS) ceased its internal systematic classification review functions, but continued to provide support for systematic review functions which have been continued by other government organizations. While OIS has been involved in the processing of over 3,000 requests under the Freedom of Information and Privacy Acts and the mandatory classification review program, a considerable backlog persists. The Office continued to develop common records handling procedures for the entire Agency, including the standardization of records and control schedules. In addition, OIS carried out its responsibility for the Agency's regulatory issuance program in a timely, effective manner. And it initiated the development of an Agency-wide electronic document accounting system.

II. RELATIONS WITH CONSUMERS

Most of the Directorate's "customers" are within the Agency. We have, however, provided support to other government agencies, particularly those in the Intelligence Community. The principal area of support to other agencies is in the communications field. Logistical support, primarily in printing and photography, has been provided to the Department of State, the National Security Agency, and others. The Office of Security has been involved with a number of Community-wide efforts. Training assistance is also provided to a number of government entities. The Office of Data Processing provides extensive support to DIA relating to SAFE and the Intelligence Community Staff for CAMS. In all instances, relations with our customers are excellent. We are aware of no major problems during the past year.

III. FUTURE RESEARCH AND DEVELOPMENT PLANS

The Directorate of Administration uses research and development to enhance security, information processing, and communications. The program addresses detection and prevention of system penetration, data base encryption, and compartmentation of computer accessible information. 25X1

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IV. PRESENT AND PROJECTED RESOURCE NEEDS

The Directorate of Administration has been handicapped in the past because of limited resources. The deficiency has been most evident in the last several years when the Agency's collection and production activities have been expanding. The Directorate has only been able to provide increased support for new and expanding Agency activities by overextending its limited personnel resources, postponing long needed recapitalization programs, and by curtailing, wherever possible, routine albeit necessary administrative services.

With the Directorate's FY 1983 program this decreasing resource trend has been reversed. Although this increase in personnel resources and funds is modest and will not satisfy our needs, it at least signifies a beginning. Also on the positive side, the FY 1983 budget marks the beginning of our five-year program to upgrade our communications capabilities. There is, however, a litany of other dire needs which must be met if we are to continue to provide effective, timely support in the rebuilding of the Agency.

Beginning with the FY 1984 program, for the first time in the Agency's history, provision has been made for the support resources required to match Agency growth. Through the use of a supplemental support resource mechanism, the Directorate was able to submit the level of resources it required in support of the new initiatives which will be undertaken by the DDI, DDO, and DDS&T. While this concept requires further refinement, it is a giant step in the right direction and it will ensure that the Directorate receives a measure of additional resources at least commensurate with the new or expanding activities which it will have to support.

Although the 1984 program presently contains sufficient Directorate resources to support the Agency's growth, there is, of course, no assurance that the program will remain at its present levels. Moreover, little provision has been made for sorely needed recapitalization efforts. Logistics requires substantial funds to upgrade Agency facilities and equipment. The Agency's training facilities in the Headquarters area as well as those at the Special Training Center and the [redacted] are in need of major funding if they are expected to provide effective support to the vast array of requirements with which we are confronted. And, finally, the enormous demand for ADP support throughout the Agency requires a corresponding need for additional skilled personnel, space, and equipment in that arena.

If the additional personnel and funding resources cited above are made available to the Directorate in FY 1984 and subsequent fiscal years, there is no question that we can meet the challenges which will be confronting us in supporting the Agency's mission.

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NFIB 6.1/35
27 October 1983

MEMORANDUM FOR: National Foreign Intelligence Program Managers
SUBJECT: Preparation of the DCI's Annual Report to the Congress

1. It is time again to prepare the Annual Report to the Congress. Last year's report, which began with a DCI overview of the Community followed by separate reports from CIA, DIA, NSA, INR, FBI, [] was comprehensive, informative, and quite successful. This approach permitted us to address cooperatively and individually the progress we made toward meeting the needs of national policymakers and departmental intelligence consumers, and will be maintained this year. (U) 25X1

2. You will note from the attached Terms of Reference that this year we shall emphasize the accomplishments made by the Community in rebuilding in very broad terms. This progress report will inform Congress of the capabilities that have resulted from the enhanced levels of funding which the Community has received over the past several years. This report must present the case for sustained and predictable long-term funding needed to achieve orderly and balanced growth in the Intelligence Community. Finally, I plan to discuss overall Community management including strategic planning and cost control to demonstrate my commitment to orderly and balanced growth. (S)

3. As in previous years, I invite you to take this opportunity to address the Congress personally in your own report. We are required to provide a review of US intelligence activities as well as the intelligence activities of foreign countries directed against the US or its interests. I urge you, however, to address accomplishments and the need for sustained and dependable funding in some detail from your own perspective. (S)

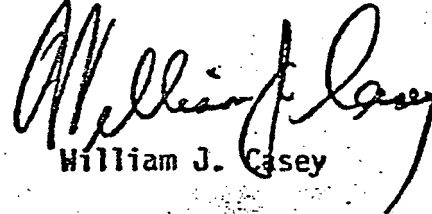
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Approved For Release 2005/07/12 : CIA-RDP86-00024R000100060006-8

25X1 The preparation of the report is being managed by the Planning and Policy Staff of the Intelligence Community Staff. Please provide the name of your action officer to , who also is prepared to discuss the proposed report further and will provide any assistance you might require. (U)


William J. Casey

Attachment:
Terms of Reference

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Approved For Release 2005/07/12 : CIA-RDP86-00024R000100060006-8

28 October 1983

Terms of Reference
DCI's Annual Report to the Congress

Congress has reacted favorably in the past few years to the format and content of the Annual Report which has consisted of a DCI overview accompanied by reports from each of the principal Program Managers. The theme for the 1981 Report was rebuilding, which seemed appropriate for the first report by the DCI and several newly appointed agency directors. In 1982 the theme was restoring balance between HUMINT and the other INTS, between collection and analysis, and between counterintelligence and foreign positive intelligence.

(S)

The DCI's Overview

This year, the Community overview will address Congressional interest in the specific capabilities that have been or soon will be on line as a result of its increased support to the NFIP. The NFIP budgets for 1984 and 1985 contain program initiatives that were approved as far back as 1979, and which fall into three categories: expensive, high technology collectors; management and processing capabilities; and human source collection and analytical capabilities. It is time to begin to report on when these initiatives are scheduled to come on line, what additional capabilities they will provide the Community, and the future resource commitments which they carry with them. Specific examples will be cited to illustrate the investments in time and money required to bring a new initiative into operation, and the need for orderly and balanced growth in the NFIP budget, regardless of budgetary constraints, if the Intelligence Community is to continue to meet the challenges of an increasingly hostile and complex collection environment. Finally, Community strategic planning will be discussed in terms of a transition from an ad hoc to an institutionalized planning process as one of a number of Community management initiatives. (S)

The Overview will contain the following sections:

- I. Introduction - The introduction will state this year's theme and integrate it with those of the previous years. A brief paragraph highlighting progress made in Community management will be prepared by PPS from Program Manager inputs.
- II. Intelligence Support to Policy Formulation - This section will be prepared by the NIC, as it has in past years, and will be approximately six to eight double-spaced pages long in draft. The NIC will address the major foreign policy issues of 1983, and discuss how the National Intelligence Estimates and other intelligence production supported the decisionmaking process.
- III. Accomplishments - This section, four to six pages long, will be prepared by PPS from submissions from COMIREX, the SIGINT, HUMINT, CIPC, and Information Handling Committees and the Intelligence

Producers Council. These submissions should respond to the theme stated above with references to specific programmatic examples.

- IV. Orderly and Balanced Growth - This two- to four-page section will be prepared by PBS from contributions from the same committees as above. Specific examples of new and ongoing initiatives should be selected to illustrate the costs and time required to bring a new initiative into full operating capability.
- V. Counterintelligence - Congress specifically requires that we report on counterintelligence activities. Past reports have focused on the evaluation, planning and coordination required to enhance Community counterintelligence capabilities. It is time to report on the actual accomplishments which the Community has made in this area that have been realized over the past year. This section should be three to four pages long in draft.
- VI. 1984 and Beyond - This three- to four-page section will be written by PPS and will address strategic planning and the move from informal to formal long-range planning. This section also will be used to discuss the expanding role of the NFIC in Community management. (S)

Agency Overviews

The agency overviews will provide Program Managers the opportunity to continue to report on the status of their respective agencies. Most reports will contain an opening section on agency responses to world events. Time and space can be saved by complementing the NIC discussion of world events rather than duplicating the Overview. Program Managers are invited to follow the outline for the overview in preparing their reports, or to modify it any way they choose. (U)

Logistics

The Annual Report now contains seven sections and last year ran 70 pages in length. We should like to maintain an average of 10 pages per agency. This means that some may expand on last year's contributions; and we, in particular, will exercise more self-control in the Overview; the ratio of double-spaced draft pages to final text has run slightly more than 2:1, including headings and margins. The following schedule should provide sufficient time to meet the 31 January deadline in an orderly manner:

1	November	-	Terms of Reference to Program Managers
1	December	-	Contributions to Overview Due
15	December	-	Overview Draft to DCI for Critique
15-31	December	-	Program Contributions Due
2	January	-	Full Draft to DCI for Review and Refinement
31	January	-	Publication and Transmittal to Congress (U)

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DCI'S ANNUAL REPORT TO CONGRESS

Attention focused this year on personnel management policy issues central to CIA's efforts to balance its intelligence capabilities. In particular:

- ° There has been a substantial increase in the number of human intelligence collectors overseas and their activities have been expanded into new areas. CIA has made a good start in recruiting the sizeable number of analysts required to increase intelligence production. This recruitment is difficult as the skill and knowledge needs cross the full range of intelligence problems with particular emphasis on Third World, nuclear proliferation, international terrorism and global resources. Equally hard is recruiting the skill mixture needed to staff Science and Technology programs. With Congressional and OMB approval, CIA ended FY 1982 with personnel above FY 1982 position ceiling. To meet CIA's increasing personnel needs, particularly in a competitive market, the Agency went more public in recruitment advertising.

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- ° A thorough review and analysis of the compensation of Intelligence Community personnel posted overseas was completed. As a result of the findings, overseas premium pay was made permanent. This makes overseas service more attractive and serves as an inducement in both attracting and retaining personnel overseas. (AIUO)
- ° There are great challenges in recruiting and retaining the highly skilled personnel CIA will require in the coming years. CIA must take positive actions so as to preserve the Agency as an ideal employer, one who seeks and obtains full and effective effort from its employees, particularly in what will be a changing social and economic environment. To do this, the Agency will be further identifying and enhancing the genuine job satisfactions employees can realize. CIA must also address those factors that may tend to detract from the attractiveness of Agency employment. Thus it will be necessary to keep Agency compensation competitive, to review and upgrade the benefits package, to make sure that employees are fully aware of their available benefits, to examine ways to further reduce family disruptions from overseas assignments, to devise new personnel management approaches that are appropriate to the growing use of specialists, and to consider new approaches for the retention—even on a part-time basis—of experienced employees eligible for retirement. (U)

Distribution:

- Orig - Planning Staff/ExDir
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